

## 2007 Hanley Leadership Forum

### Collaborating For Success: A Plan For Moving Forward

#### Findings & Action Plan

Nearly 30 regional and statewide quality-focused organizations took part in the 2007 Hanley Leadership Forum on June 14 and 15 at Bowdoin College in Brunswick, Maine.

Leaders from these organizations drew upon a pre-Forum survey and a listing of quality-related priorities developed at the Forum to identify opportunities for greater collaboration in the months and years ahead.

While no single clinical focus emerged as a clear priority through this process, these leaders reached consensus on the following points as Maine works to improve health and healthcare across the state:

1. A need currently exists for additional coordination *within* and *across*:
  - organizations (large scale/macro alignment)
  - clinical service delivery ( alignment in the care model)
  - care givers ( alignment at the patient care level)
2. There is some degree of duplication in the current QI coordinating mechanisms now in place in Maine; given this, there appears to be an opportunity at this time to further “align the aligning forces” that are currently working to coordinate various quality-focused initiatives
3. Additional training and support is needed to realize greater levels of collaboration at all levels
4. An overall quality strategy for Maine needs to include more effective and aligned incentives to support sustainability, including both pay for performance and underlying reimbursement policy
5. An inclusive model is needed for coordinating quality improvement efforts in ways that allow broad participation; if a common quality-focused goal is selected as a priority by a number of organizations, it should be a goal that can engage the full spectrum of the healthcare system, including consumers, and balance primary and chronic care

Forum participants saw a possible role for the Hanley Center in “aligning the aligning forces” by:

- Convening key quality focused organizations as these organizations determine the quality agenda e.g. What to spread, who to spread, where to spread
- Support the development of a culture of collaboration through training and development programs. Integrate these efforts within substantive activities including developing a more cohesive quality agenda
- Advocating for coordinated responses to immediate opportunities including IHI’s 5 Million Lives Campaign; the RWJ Aligning Forces For Quality grant and the proposed statewide CMS Demonstration Grant proposal that grew out of the 2006 Hanley Forum.

## **Action Plan**

### **Convene**

- Bring leaders from quality-focused groups together with an initial meeting by early August, 2007
- Through facilitated discussion at initial session, determine whether there is value in ongoing meetings and what ongoing convening role should be played by the Hanley Center
- If consensus is reached for the Center to have an ongoing role, then decide on ideal frequency of meetings, location, ideal staffing and support and then set dates for follow-on meetings. In addition, explore options for 2008 Hanley Forum

### **Coordinate**

- Determine Hanley Center role in aligning one or more quality priorities identified by these quality-focused groups
- If there is consensus on this role---and existing capacity, volunteer time or funding---then begin a collaborative process to secure statewide CMS Demonstration Grant (initiated at 2006 Forum) focused on aligning reimbursement incentives relating to EMR adoption by providers across Maine
- Determine appropriate role for Hanley Center in supporting the work of:
  - RWJ Aligning Forces For Quality Grant
  - IHI 5 Million Lives Campaign
  - Other initiatives

### **Catalyze**

- Stimulate discussion on whether there is commitment from at least six quality-focused groups to agree upon at least one common quality-focused initiative as a key priority for their respective organizations in 2008 (e.g. aligning incentives and performance reporting for EMR, a disease-specific initiative or other similar priority)
- Secure necessary funding for this collaborative process

### **Other**

- Continue to weave together actions to define WHAT we do with actions steps to define HOW we do it
- Incorporate the topic of collaborative leadership on quality into the new statewide Health Leadership Development curriculum
- Establish a unified approach to monitoring progress and measuring results
- Report on progress at the 2008 Hanley Forum